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CIA HISTORICAL STAFF

The Support Services Historical Series

SUPPLY DIVISION
1951 THROUGH 1970

Secret

OL-15

September 1972

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THE SUPPORT SERVICES HISTORICAL SERIES

OL-15

SUPPLY DIVISION
1951 THROUGH 1970

25X1A

by

Revised and Updated

25X1A

by

September 1972

25X1A

John F. Blake
Director of Logistics

25X1A

HISTORICAL STAFF
CENTRAL INTELLIGENCE AGENCY

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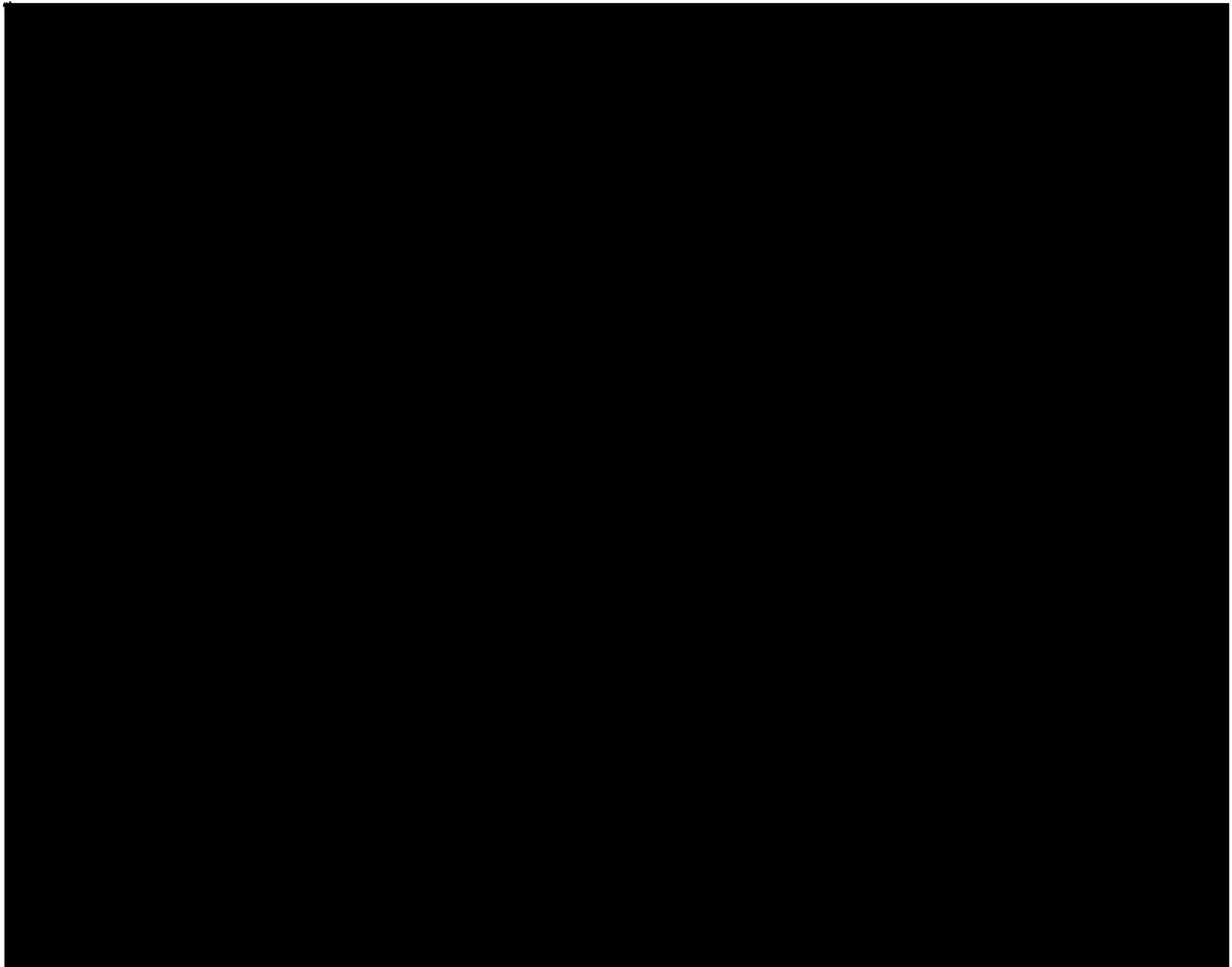
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SUPPLY DIVISION1951 THROUGH 1970I. Introduction

The Supply Division was established in April 1951 as a component within the Office of Procurement and Supply under the Deputy Director of Administration, presently (1971) identified as the Deputy Director for Support.* With the establishment of this Division, the supply functions that were being performed in many different components of the organization -- and in each of the Directorates -- were consolidated in a stable structure under a single office head.

From its origin, the Supply Division grew in size and in relative importance in the Office of Logistics structure. It is probably best known as that element within the Office of Logistics that is most directly involved with materiel support of Agency operations,

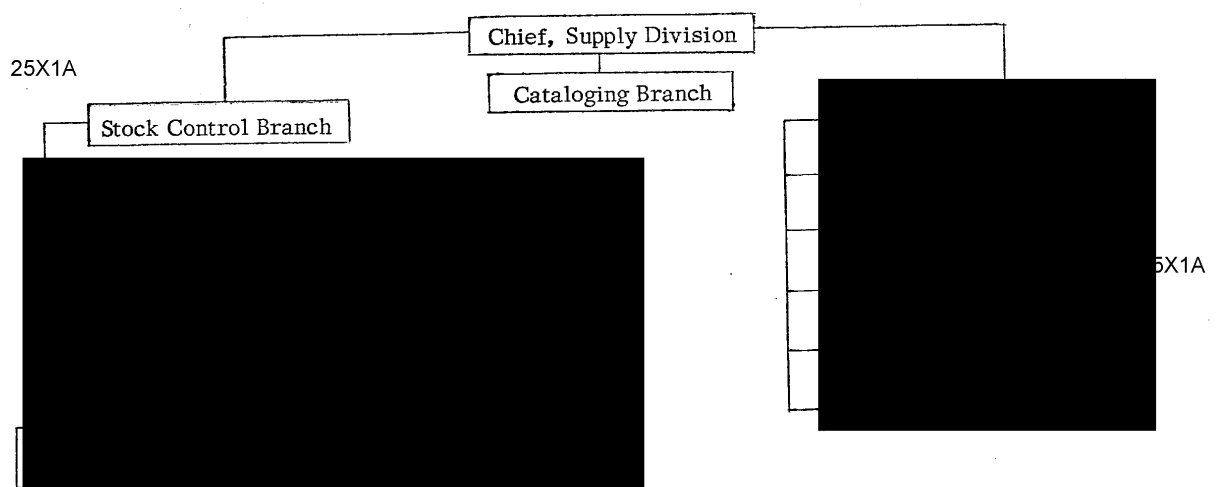
* See Figure 1, Supply Division, Organization Chart, 1951, p.2.

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FIGURE 1

Organizational Chart - Procurement and Supply Office, Supply Division

June 1952



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[REDACTED] As will be noted throughout

this history, many changes have taken place within the structure and mission of the Supply Division with the objective of providing the most effective and efficient support to the customers.*

Prior to the establishment of the Supply Division, the Agency's system was a melange of several unrelated, ineffective, and hard-to-manage operations. Following careful review and study under the direction of the Director of Logistics and the Chief of the Supply Division, there was established a vastly improved, uniform system tailored largely after the procedures and systems used throughout the Department of Defense (DOD).

While acknowledging the debt owed DOD, it should be recognized that in many respects the Agency's supply system is unique among Government agencies. [REDACTED]

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* See Appendix A, Chronology.

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initiated late in 1952 and completed in 1953. That situation prevailed until approximately 1959, when the first computer operations were brought into play. The computer system initially established was an improvement over the punch-card system, but it was not truly an efficient computer operation -- it might best be identified as a conversion of mechanical techniques from the punch-card operation to the use of computer equipment. The faults found in this 1959 system resulted from the failure to study the system in depth, particularly to provide for a proper feasibility study with appropriate functional reviews.

Although the new system was an improvement, it did not satisfactorily meet the total requirements; but, with some minor modifications, the system remains in operation to date. A new supply system as part of the entire logistics system is presently (1971) the objective of a task force composed of representatives of the Office of the Deputy Director for Support (DDS) and the Office of Computer Services (OCS).

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The requirements for the new system have been coordinated in all facets with the Office of Logistics and with Supply Division. The target now set for the implementation of the new system is 1 July 1972. This new system should bring to bear on the present Supply operations all of the benefits and capabilities of third-generation computers. It is hoped that the new system will eliminate many of the present manual operations and will give better, faster, and more accurate service to the Agency's operational activities.

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II. 1951 Through 1955Origin of Supply Division

Before April 1951 the functions of supply were carried on by individual components located in the individual Directorates and in the Office of General Services.

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in other instances in the offices of the administrative directorates.

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In April 1951 the decision was made to consolidate all the supply functions as a single component -- Supply Division -- in the Office of Procurement and Supply and under the Deputy Director of Administration. With the establishment of this Division, the various functions performed in all of the decentralized locations and in other components of the organization were brought together under the

administration of one office. Since the origin of Supply Division its mission has not materially changed. 1/* The current (1971) mission is as follows:

- (1) To provide materiel support to Agency operations worldwide.
- (2) To formulate and administer policy for the operation of the Agency supply system worldwide.
- (3) To train personnel for supply operations and to provide trained personnel required for supply and general logistics activities worldwide.

Similarly, the functions of Supply Division have been essentially unchanged for many years:

- (1) To forecast materiel requirements to the maximum extent possible by the use of issue experience, operations and plans programs, and other plans and bases available.. This Division must take action on materiel moving into the Agency logistics system in quantities and at the time as justified by available information and planning data.

- (2) To fill from resources [REDACTED] from procurement through commercial sources, or from other Government agencies the requirements for materiel requisitioned by operating components.

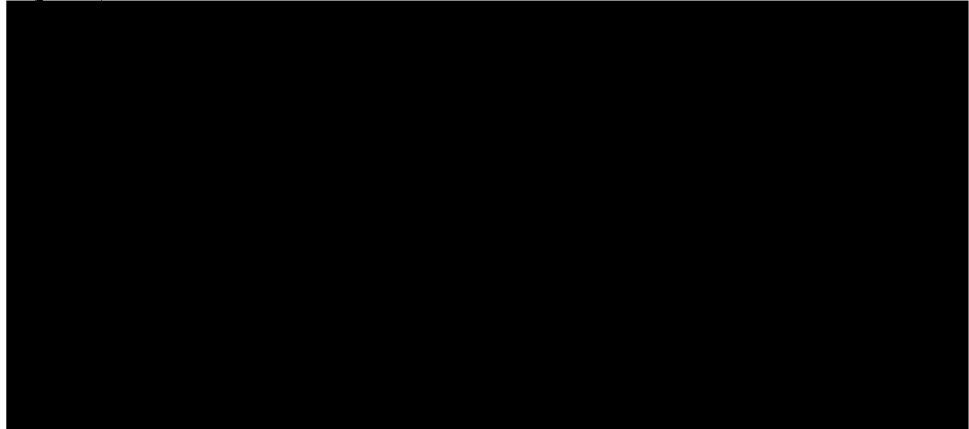
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- (4) To provide transportation for materiel by Agency resources, [REDACTED] to Agency activities on a worldwide basis.

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* For serially numbered source references, see Appendix J.

(5) To provide technical guidance and assistance to Agency components as required in establishing and operating Agency supply functions.

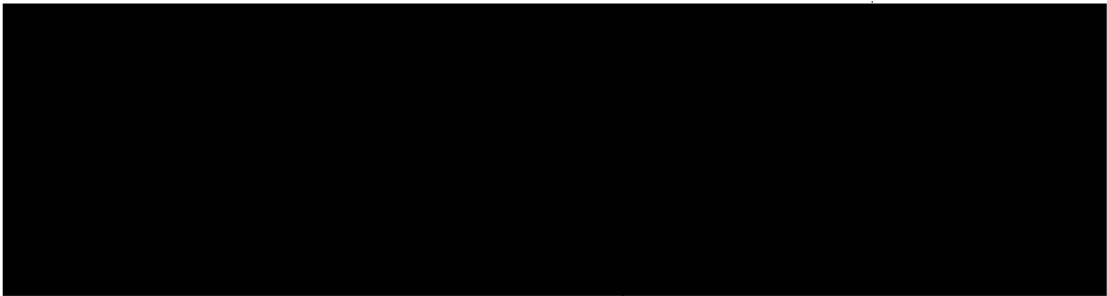


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(8) To effect maximum utilization of excess property available from other Government agencies -- that is, from General Services Administration (GSA) or from the Department of Defense (DOD) excess channels.

(9) To maintain a constant review of materiel assets to determine those items which may be excess to organization needs and to coordinate these reviews with Agency technical components and potential users. To make determinations as to the disposition transfer of materiel and to dispose of any unserviceable materiel within the above assets.

(10) To monitor the Agency motor vehicle program, maintain a Consolidated Table of Vehicular Allowances (CTVA) for all Agency components, and to maintain the Central Agency Vehicle Records.



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disposed of in the natural course of events.

Consolidation of Administrative Functions

With the consolidation of the physical operations of Supply Division completed, the next task was to consolidate the administrative and management functions of Supply Division. These functions (previously located in various buildings, [REDACTED] and -- in some instances -- in the operating components of other Directorates administering the fractured supply system) were brought together under the Chief of Supply Division and as a component of the Office of Procurement and Supply. These consolidated administrative and management functions were relocated in the "Quarters Eye" building located along Ohio Drive between the Potomac River and the Tidal Basin in Washington, D. C. It was soon evident to all concerned that the centralization of the Supply Division administrative and management function in one location meant that meeting the materiel support requirements for operating components could be achieved with greater efficiency.

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Before mid-summer of 1952 the mission of Supply Division was primarily that of supporting Headquarters activities; there was

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[REDACTED]

[REDACTED] By July 1952 the Division was assigned responsibilities for providing materiel support to Agency activities all over the world, using all available methods and modes of transportation. It was decided in the summer of 1952 that Supply Division could do a better job and further improve its operational

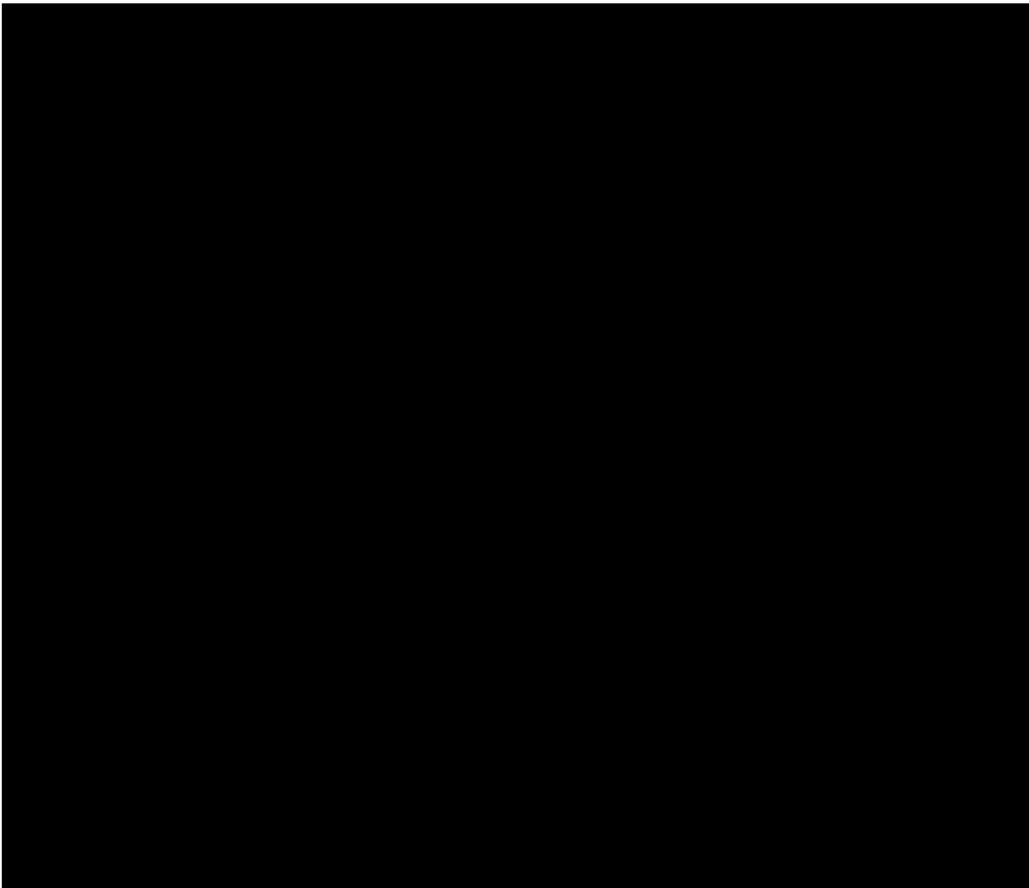
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These commodities were primarily administrative, house-keeping, janitorial, and maintenance items and some spare parts for appliances and vehicles and some construction items. This



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Introduction of Federal Item Identification Numbering System

As stated earlier, the hodge-podge of identification systems presented many problems; and before any effort would be made to

* For example, the number of shipments increased from 4,786 in 1964 to 11,941 in 1970. Statistics prior to 1964 are not available.

mechanize the manual system it was necessary to determine what system should be used for item identification and item numbering. The system initiated by the DOD -- and subsequently adopted by the other agencies, including the civilian agencies -- was identified as the Federal Item Identification Numbering (FIIN) System. This system established a uniform numbering system with a uniform description pattern for all items of personal property used by the Government agencies. In the early summer of 1952 the decision was made by the Chief of Supply Division to adopt the FIIN System. The details of the FIIN System are contained in Appendix H, Agency Supply Catalog, and clearly illustrate the mechanics of the system and the benefits to be derived from this type of a numbering and identification technique.

In order to convert all existing records in the manual system (which had used multiple numbering techniques), it was necessary to corral all available personnel who could be used for this catalog conversion. The people selected were given concentrated on-the-job training, and then they proceeded to change the existing stock number techniques to the new system. Considerable time, including overtime, was put into this task to meet the target date of

1 October 1952 for the complete conversion to the new numbering system. It was discovered in the process that there were many Agency items that were nonstandard in either the military establishment or other Government agencies, and the Agency therefore devised its own technique for assigning interim numbers within the pattern of the FIIN System. The techniques established in the beginning continue to this date (1971). The target date of 1 October 1952 was met, and all manual records were converted to the FIIN System.*

Conversion of Record Keeping System to Electric Accounting Machines

The next step in the development of the supply system was to convert the many manual records maintained throughout Supply Division into an organized system utilizing the punch-card technique and the Electric Accounting Machines (EAM). After the FIIN System was established, this facilitated considerably the conversion from the manual records to the EAM punch-card system. In October 1952 basic procedures were written for the processing and recording of all personal property actions involving the supply activities to be

* For details of cataloging "Agency Peculiar" items, see Appendix H.

recorded with the punch-card system. The basic procedures adopted were modeled very much after the system for supply operations used in the Department of Army activities with some minor modifications to meet the Agency's unique requirements. The most

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After completing the procedures to be adopted, the next course of action was to convert to punch cards the information contained on the manual cards. The Office of General Services provided the machines and personnel for the EAM System, and Supply Division provided the day-to-day activity documents, properly coded, for recording by the Machines Records Division. The conversion was scheduled to be done in phases, by categories of property reflected on the records by warehouse activities. This operation began about 15 October 1952; and -- while the day-to-day business was carried on as usual -- the

conversion was completed by May 1953. The manual records for all storage locations and property accounts were discontinued as of 1 May 1953. From that time on, all recordings of activities were processed by the punch-card method and recorded in the EAM files. The management reports and documentation were prepared by the Machines Records Division on a scheduled basis to satisfy the operating requirements for management in the elements within the Supply Division as well as in the Office of Finance.

At about this time, May 1953, the General Services Office was liquidated; and the Machines Records Division became a responsibility of the Office of Finance, which -- in turn -- reported directly to the Deputy Director for Administration. In May 1953 the Machines Records Division was located in Alcott Hall, a temporary building on Ohio Drive near the Potomac.

Introduction of Financial Property Accounting

The next significant event in the history of Supply Division was the establishment of the program known as "Financial Property Accounting" (FPA). This program was established as a result of a directive forwarded to the Agency from the Executive Office of the White House.^{5/} The Hoover Commission, which was set up by

the Office of the President in the late 1940's, spent two to three years in the study of the operations of many Government agencies. They zeroed in on the fact that Government agencies did not have an adequate system of property management, and one of the major weaknesses identified was failure to include in the controls and record keeping procedures a requirement for data on financial value of property. Such financial controls would serve to make all managers more aware of their responsibilities for the personal property under their control. The law resulting from the Hoover Commission recommendations required that all property records be priced and expressed in terms of dollar value as well as in quantitative terms. This introduced a new concept in property accounting throughout the Government. As for CIA, the Executive Office of the White House directed that FPA be established for the Agency's property; and in the event the Agency felt it would have any difficulty in setting up the appropriate procedures, it was directed to call upon the Bureau of the Budget (BOB) for professional assistance in establishing an appropriate system.

It was determined that the Agency could establish a system to meet the new requirements without outside assistance, and top

management preferred to do exactly that. Accordingly, the Deputy Director for Administration (who would in 1955 be identified as the Deputy Director for Support) established a task force composed of senior representatives from the concerned administrative and operational offices to study the problem.* The initial task force discussed the problem in general terms and established broad principles which they believed were workable and could be adopted within the Agency. The next stage was to establish a working-level task force to prepare and write up the detailed procedures to accomplish the implementation of the FPA system.**

The working-level task force labored for a period of 60 days to design the essence of the FPA system. Forms were designed, codification patterns were established, new property documents

* Names of all members of this task force are not available; however, the following personnel are known to have participated:
25X1A [REDACTED] representing Audit Staff;
Col. L. K. White from the DDA's office; [REDACTED] 25X1A
from DDP; and Mr. James A. Garrison from the Office of Logistics.

** [REDACTED]
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were designed, and instructional guidelines were prepared to acquaint all concerned with the specific details of the FPA system. The Office of Finance was required to establish a system of General Ledger Accounts for the recording of various actions, and these data were to be taken from the EAM records with copies of daily transactions provided as backup records for the Office of Finance files. The procedure also provided that there would be periodic (at least monthly) reconciliations of the General Ledger records of the Office of Logistics. Differences that were not the result of mechanical errors were to be brought to the attention of the Office of Logistics or the Office of Finance, as appropriate, to provide research and corrective action. This new procedure was introduced in the spring and early summer of 1953 and became fully effective at Headquarters [REDACTED] on 1 July 1953.

During the first 60 days of operations, several problem areas were identified. Remedial action was taken, and the procedures were modified to overcome the problems. By September 1953 the procedures were working relatively smoothly; and the system, basically, satisfied the initial objective for FPA of personal property. In the fall of 1953, the requirements of the FPA for the Headquarters

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Development of Agency Catalog System

The next stage in the development of the supply system was for the Office of Logistics and the Supply Division to provide a catalog system and to publish appropriate catalogs for the use of

operating components of the organization. These catalogs were needed to assist in requisitioning materiel and to advise operating components of the categories and types of items that were available through the Agency logistics system. In November 1954 the design of a catalog publication was prepared, and -- utilizing the facilities of the EAM in the Office of Finance -- the first supply catalogs were printed and distributed to all of the Headquarters components and to the major overseas stations and bases. The catalogs were prepared in sections, identified according to commodity groupings, and gave specific information on the items contained in the system. The first catalogs were of some assistance, as there had been no catalogs prior to this time, but they still left a lot to be desired.

The introduction of the catalog system* and the publication of catalogs opened the door to the next stage, which was to study ways and means to improve the catalog to make it more useful and informative for all concerned. After some research and examination of various techniques used in other organizations, [REDACTED] 25X1A [REDACTED] 25X1A was brought in for consultation; and they proposed

* See Appendix H.

a Flexi-Print (removable strip line) technique that required printing from plates that were photographic images taken of the strip-line panels.

This technique was a vast improvement over the EAM print-outs; and it provided an arrangement whereby the catalogers who prepared the publication were able to establish line lengths, arrange item groups, and provide for photographic inlays where appropriate. This Flexi-Print system made it possible to bring the Agency catalog up to a standard which, at that time, was equal to the techniques used throughout other Government agencies. The new technique also provided the catalogers with the opportunity to make individual changes within one line, or in a segment within a line, and replace the strip without having to retype a whole page as had been the practice with the EAM catalog printing system.

The Flexi-Print system remained in effect until about 1967, when computer-produced magnetic tape was introduced for type setting and preparation of the plates that were then used for printing the pages of the catalog. Just as the Remington Rand Flexi-Print system was a great improvement over the EAM-produced catalog, this new system represented a vast improvement over the Remington

system. Two employees in the Printing Services Division of the Office of Logistics were responsible for the development of the computerized type-setting technique, the EPIC system, which made the change possible.* The EPIC system provided the capability for rapid changes and for print-outs and reproduction on very short notice; and as a part of the present EPIC system, a program was developed using the IBM Selectric MTST machine, which made it possible to record the catalog directly on magnetic tape that is then fed directly to the computer. Again the Agency's current (1970) catalog publication compares favorably with systems that are used within other Government agencies. Early in 1970, Supply Division reached the stage where it published and distributed to all Agency components current catalogs for all commodity categories. This was a "first" since the cataloging system was introduced in 1954, and Supply Division was in the position of being able to maintain and update catalogs and publish changes as required.

* Development of the EPIC system was actually a joint effort between the printing expertise of PSD/OL and the computer technology of the Office of Computer Services (OCS). The two men within PSD credited with development of EPIC are [REDACTED] and [REDACTED]

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III. 1956 Through 1960

Establishment of Supply Management Branch

As time went on, the capabilities and the mission of Supply Division continued to expand and the volume of activities performed by all of the depots rose steadily. As the mission became more complex, it became obvious that the area of supply management needed serious study and revision. This responsibility was diffused through the Stock Control Branches within the respective depots, but there was no consolidated supply management unit.

Under the then existing system the personnel engaged in stock control activities and the daily processing of customer requisitions were also expected to establish and revise levels, to determine reorder points, to initiate replenishment actions, to be constantly alert to slow-moving or non-moving stocks, and to review and approve disposal actions for items no longer needed. With this scope of responsibilities and the daily activities of processing and editing of customer requisitions, the tendency of the personnel in the stock control activity was to concentrate on customer requisitions and keep them moving, and -- in turn -- to relegate the supply management duties to a relatively low priority. Under the new system

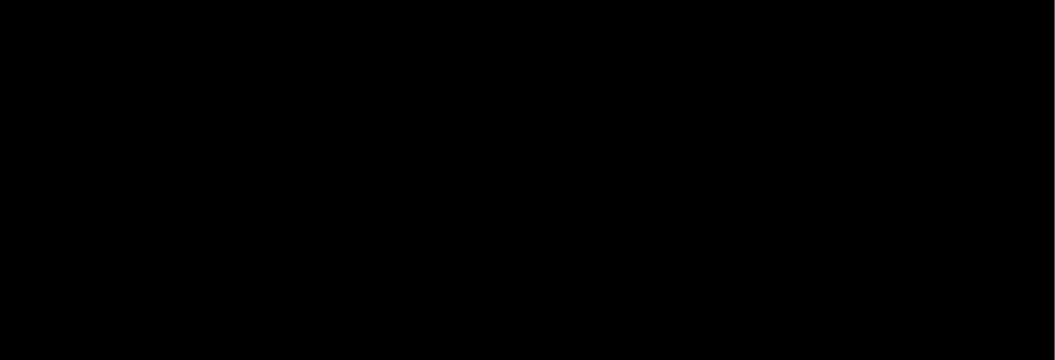
all of the foregoing functions were to become the responsibility of a Stock Management Section.

This required review of project administrative plans, forecasts of materiel requirements, and constant analyses of statistical data that would provide a guide to the increases or decreases in the supply requirements. Over the years the Stock Management Section developed considerable expertise in dealing with supply management problems.

Another part of the problem in the supply management area involved financial asset limitations, which had to be properly used in relation to the statistical data leading to specific levels and replenishment actions. The limited financial assets had to be balanced against requirements. The funds for the supply management operation are identified as the Property Procurement Allotment (PPA), which is a corpus of dollars taken from the actual funds budgeted by the operating components for materiel and transferred to the Office of Logistics. The operating components' budgets were reduced by this amount, and in turn they received what was identified as Property Requisition Authority (PRA). The principle of this system is that for every dollar of PRA a dollar is included in the PPA. This technique provided the funding mechanism by which Supply Division was and is

(1971) able to maintain stocks in the inventory to satisfy customer requests and to procure nonstocked items immediately upon call, as opposed to the prior system which required that each and every customer requisition would result in an individual procurement action, thereby causing long delays from date of requisition to customer's receipt of materiel. Although this system has met the needs over the years, it is not a complete answer to the Agency's property funding requirements. Regardless of the professional management techniques applied, each fiscal year an imbalance occurs between the amount of PRA "on the books" of requisitioning components and the monies available in the PPA, and this balance is invariably in the favor of PRA; for example, the property requisitioning components have more PRA than Supply Division has actual money in the PPA to pay for supplies and equipment. This situation has

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management of PPA a thankless and frustrating assignment. As the

end of the fiscal year approaches (the months of May and June), the thrashing about to keep Supply Division, [REDACTED] operating and at the same time honoring customer requirements is an ulcer-producing experience.

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Management Staff Study for Computer Application

25X1A In the spring and summer of 1957 the Management Staff, headed by [REDACTED] embarked upon a feasibility study in the Office of Finance and in the Office of Logistics to determine the adaptability or applicability of a computer operation for the systems being maintained for Logistics and Finance. The study was conducted by personnel from the Management Staff, with some personnel from the Office of Finance and no representation from the Office of Logistics. The team presented the purpose and objectives of the study to the Director of Logistics, who authorized them to proceed but requested that the Supply Division designate one man to provide guidance and keep informed of developments.*

The man from Supply Division also provided necessary data in terms of statistical background, defined procedures and processes

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* [REDACTED] was assigned this task.

used in the supply system, and gave general assistance to the task force wherever possible. After collecting, presumably, all the information and data needed, the task force established that it was feasible to convert the Office of Logistics' Materiel system to a computer operation and submitted what later proved to be a rather incomplete system design. It was determined that the specific computer configuration to perform the task should be the RCA 501 system.

The Office of Logistics was then presented a position paper that proposed to proceed with this installation on the basis that the recommended computer system would effect considerable improvement over the existing system and result in extensive manpower savings by eliminating many of the manual tasks -- and the personnel performing these tasks with the punch-card system. Neither the Director of Logistics, Mr. Garrison, nor the Chief, Supply Division, Mr. [REDACTED], however, was enthusiastic about some facets of the proposed program. The major concern was that the study did not include adequate professional input from experienced logisticians and that, therefore, the proposed program could not reflect accurately the day-to-day procedures of the Division. In addition, it was felt that the programming time offered (approximately 10

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hours per week) was insufficient -- after implementation of the system, indeed, Logistics personnel were obliged to work on week-ends in order to complete the weekly programming schedule. Mr. Garrison made these reservations known to the Deputy Director for Support, but the DDS endorsed the position of the Management Staff and approved action to procure the RCA 501 Computer system.

The task force was then directed to work with the Office of Logistics in the actual implementation of the proposed computer system. 7/

This did not come to pass until late 1959 and early 1960. *

Initiation of the Property Type II System for Field Installations

The Financial Property Accounting (FPA) system was established in 1953 for Headquarters and the Type I system was established for major field stations -- the majority of the field stations operated under what was known as Detached Station Supply Procedures. **


* See Chapter IV.


25X1A ** A handbook entitled "Detached Station Supply Procedures" was published in July 1955. This publication was subsequently retitled [REDACTED] and then on 26 April 1960 it was rescinded in its entirety by [REDACTED] Stations operating under these procedures were considered a Consolidated Memorandum Receipt (CMR) Account at Headquarters, and their records were maintained by Supply Division.

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In the spring of 1957 it was determined that the Type I system was too cumbersome for some of the installations so designated, but on the other hand the Detached Stations procedures were not sufficiently sophisticated for some of the larger stations. As a result, a new level, subsequently termed Type II, was developed and implemented by Supply Division. Essentially the Type II procedures reduced the recording frequency and document processing requirements of the Type I system and at the same time provided adequate property and financial accounting controls.* To qualify for the Type II system, installations were not assigned a supply support responsibility beyond their own geographic limitations, whereas Type I facilities had, in addition to their own station, an area responsibility to support other stations or bases. In addition the Type II installations were not normally expected to carry any inventories other than the expendable items required for day-to-day activities. All of the equipment (nonexpendable) items at a Type II installation were considered as Property In Use. Conversion of stations began in 1958 and continued

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* The complete details for this procedure are contained in 

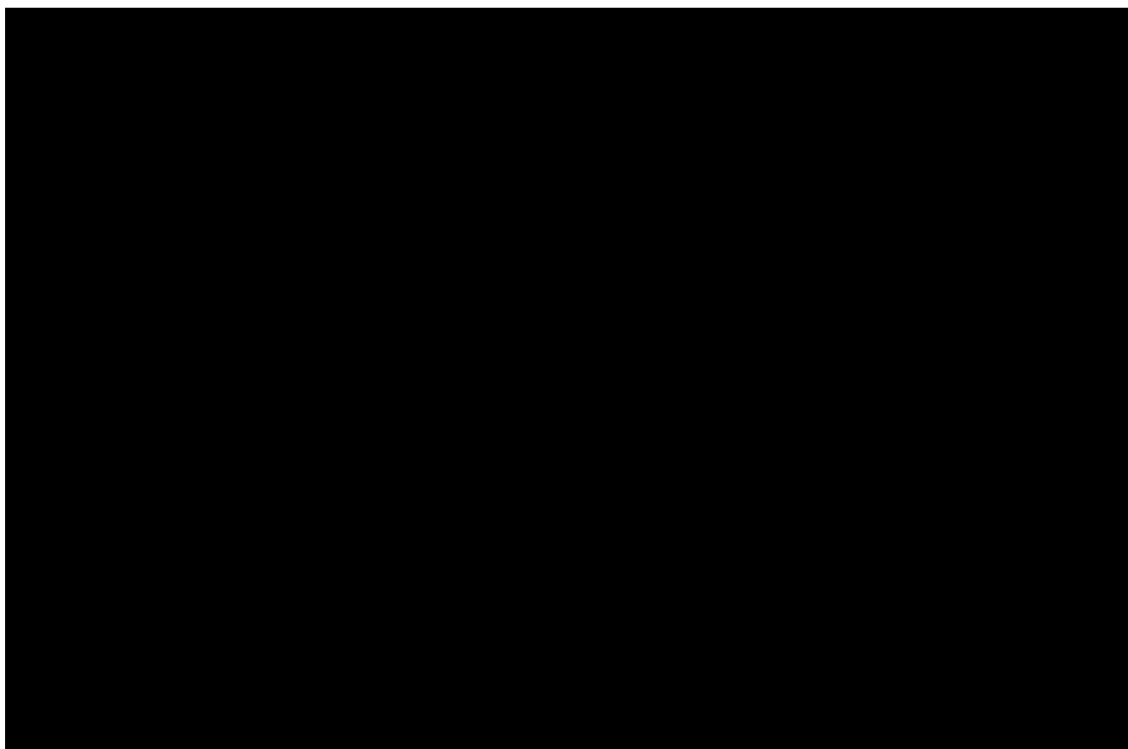


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for a period of about 18 months. For example, [REDACTED] was converted from Type I to Type II procedures in 1959.^{8/} At the other end of the spectrum, [REDACTED] was converted from Detached Station status to the Type II procedures in 1958.^{9/} As a result of the conversion program, by the end of 1960 all stations were operating under either Type I or Type II procedures, and the Detached Station concept had virtually disappeared.*

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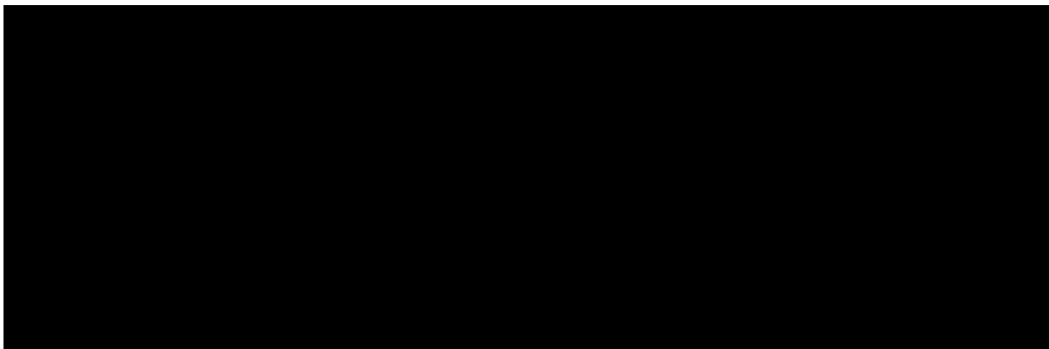
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* See Chapter IV for the rebirth of the concept that would ultimately become known as Type III Property Accounting Procedures.

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Establishment of Mail Order Systems

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Supply Division, with its [REDACTED] operations, was now in a good position to provide efficient and rapid response to Agency requirements for all major materiel support. In 1959 further review of the supply operations and the system in operation was requested by the Director of Logistics, and it indicated a need to improve the handling of small customer requirements rapidly, preferably by a mail order technique similar to those of Montgomery Ward and Sears Roebuck. The [REDACTED] both

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for materiel support, were ideal facilities for a mail-order business.

* Statistics for years prior to 1964 have been destroyed.

In setting up the mail-order procedures it was decided to confine this service to the small, individual requests for materiel of an expendable nature required in support of an overseas station and having a critical deadline. The technique devised consisted of

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were met, but occasionally there were slight delays.

This procedure also circumvented the FPA system by treating these items as a direct expense, thereby reducing the documentation and paperwork normally required. The mail order business established in 1959 remains in effect to this date (1971); and in 1967 the arrangement was further expanded so that stations in all areas

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IV. 1961 Through 1965Introduction of the Computer System

The feasibility study on the use of computer equipment for the Supply Division* was reviewed and coordinated by various components in the Support Directorate, and in late 1959 the decision was made to convert the Agency's supply system to a computer-driven operation to replace the EAM punch-card system that had been in existence since 1953. With this decision made it followed that to implement the conversion and facilitate the switch-over there was a need for a considerable systems review and analysis of the supply operations as they then existed.

The Machine Records Division, the Office of Finance, and the Office of Logistics designated available personnel to work as a special task force to accomplish the following:

- (1) Conduct of the systems review.
- (2) Preparation of appropriate flow charts of the existing system.
- (3) Preparation of flow charts of the proposed computer system.

* See Chapter III, p. 45 ff.

(4) Preparation of appropriate implementing procedural instructions.

(5) Redesign and modification of the documents and processing forms required in the day-to-day business of running the supply system.

This task force spent from late 1959 until the latter part of 1960 developing the various system flow charts, procedural instructions, and forms. Late in 1960 the implementation was initiated on a phased basis by commodity categories. Parallel operations on the EAM punch-card system continued for a 90-day period until it was safely determined that the computer system was performing what had been expected and that the controls for balancing purposes and for determining the accuracy of the new system satisfied the appropriate management levels. By early 1961 the RCA 501 equipment was being utilized for the operation of the Headquarters supply system, and the EAM system was discontinued.

Experience has established that this conversion was an improvement over the punch-card (EAM) system, but it was not truly a conversion that utilized to the fullest the real capabilities of the computer equipment. The conversion might best be identified as a modification or improvement; basically it was a conversion that represented a change of hardware and not a total conversion to the computer system.

The cause of this incomplete system conversion was the lack of personnel qualified to perform a thorough feasibility study and a thorough system analysis.

To have properly performed the task, the problem should have been surfaced at the highest level in the Agency so that it could have received the appropriate support and cooperation of all components that participated in or played a role in the supply system. Because of the nature of the Agency, the supply system is not solely the responsibility of the Office of Logistics. The very technical nature of many commodities involved in the supply system required coordinated action between the Supply Division of the Office of Logistics and technical components in the various Directorates. For example, the management program for communications materiel is coordinated with the Office of Communications; unique items are under the technical cognizance of the Technical Services Division in the DDP; security items are in the realm of the Office of Security; and medical items are the responsibility of the Office of Medical Services. These technical components provide the Office of Logistics with engineering know-how, program replacement planning, requirements, and technical advice. Personnel in the technical components also coordinate on

supply management review actions in relation to technical items.

The conversion of the system from the punch-card to the computer system provided essentially the same reports and operated very much in the same manner as previously but with one additional major benefit -- Supply Division did have greater and faster accessibility to management information, and the preparation of reports to assist top management in decision making was expedited. There were, however, many facets of the new system that did not fully utilize the capabilities of the computer equipment. Primary among these was the time-lag between the submission of data and the actual receipt of the print-out. To be an effective management tool, data must be current, ideally available on a daily basis. The systems design imposed upon Supply Division at this time provided the managers with monthly and biweekly printed reports. Thus the data could be as much as 14 to 28 days old at the time the manager received his report. This meant that the manager had to total the intervening transactions manually in order to obtain the current status.

Introduction of Self-Service Supply Rooms

25X1A In 1960 the Building Supply Branch operations* were reviewed by direction of the Chief of the Supply Division. The purpose of the review was to determine whether or not further improvement could be made in the operations targeted toward the objective of a further reduction of the manpower assigned to that activity. The man who made the study, Mr. [REDACTED] visited the GSA's similar activities and also two military facilities in the metropolitan area that conducted the same type of supply operations. It was interesting to note that in the GSA operation and also in the two military operations self-service (honor system) activity had been established. The self-service system used open shelves and counter stocks for common administrative office supplies. The customer, after selecting his articles, went through a check-out counter and presented his credentials, identification, or a similar instrument that established his bona fides. In the GSA operation a shopping-plate concept was applied because the self-service stores under GSA serviced multiple agencies in the Washington area, and the cost of

* See Chapter II, p. 39 ff.

the supplies was billed to the consumer agency. The GSA operation was studied further and was discussed with the personnel who operated the program; their comments were most encouraging. They indicated that the consumption rate of supplies did not increase, that personnel were not hoarding these supplies, and by-and-large the system was working very efficiently and effectively.

With this background in the self-service system the decision was quickly made that the supply-room operations in the Agency's outlying buildings should and could be converted to a self-service (honor system) operation. No increase in consumption was anticipated, and there was a definite possibility of reducing man-hours involved in the operation. In the spring of 1960 Supply Division introduced the self-service system and arranged with the components occupying the outlying buildings to open the supply rooms in each building for a set number of hours per day to service all Agency personnel in the building.

The Building Supply Branch of the Supply Division was charged with the responsibility of visiting each of the supply rooms weekly for the purposes of stocking the shelves, straightening out the area, and taking action to supply unusual items (not normally in supply

rooms) to specific customers in the buildings. This change in operations was another forward step in the improvement of the customer service provided by the Supply Division.

Establishment of New Criteria for Property Expendability (\$50)

Before 1962 materiel in the supply system was identified for accounting purposes in two major categories: expendable property that was consumed, lost its identity in use, or had unit value of less than \$10; and nonexpendable property -- identified as those items of materiel which were nonconsumable, retained their identity, and had a unit value of \$10 or more. The Chief of Supply Division determined in 1962 that the problem should be examined thoroughly to determine whether or not the \$10 criteria, which imposed considerable record keeping on a worldwide basis, was valid and if there was some way this could be alleviated or rectified.

Supply specialists looked at the problem and attempted to establish precedents used in other Government agencies, but the study revealed that this problem was handled in many different fashions throughout the Government. None of the practices carried on by other agencies really seemed to answer the objectives of Supply Division. After considerable discussion it was determined

that the keeping of property records for items of a nonexpendable nature under \$50 was not warranted. This amounted to keeping records for the sake of record keeping. In the study, statistical data were collected to determine what impact a \$50-criteria would have on the system. The study revealed that the increase in the expendability criteria from \$10 to \$50 would reduce the record keeping and the documentation at Headquarters and at field installations [REDACTED] approximately 59 percent and at the same time would only reduce the monetary value of financial assets of Property In Use by approximately 3 percent. With this overwhelming fact surfaced, the decision was easy; it was made immediately. The next catalog publication sent to all users called this change to their attention.

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The change was welcomed by all activities when they realized what this meant in terms of reduction of the administrative paperwork and record keeping. As a followup to this change, the Chief of Supply Division directed that as soon as any of the Logistics careerists overseas at the time of the change returned to Headquarters, they were to be interviewed to learn if the reaction was as favorable as had been anticipated. In every instance the individual interviewed

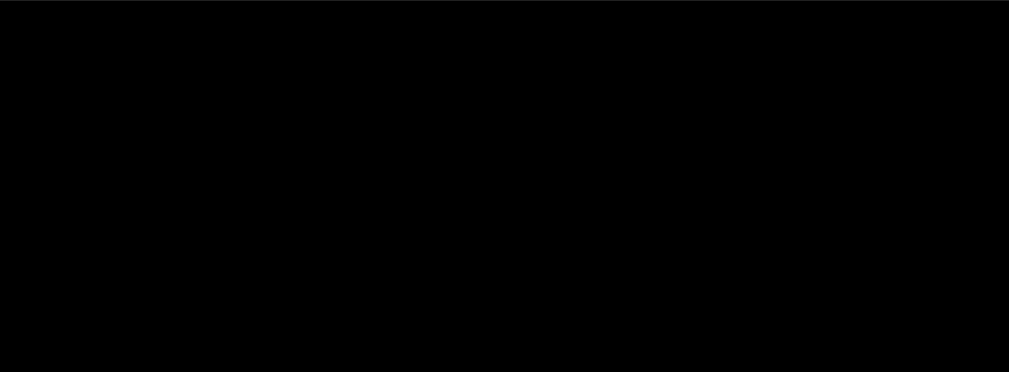
replied very favorably and thought it was probably the greatest single change that had taken place since the Financial Property Accounting system was instituted in 1953.

Transfer of Inter-Departmental Requisitioning Section from
Procurement Division to Supply Division

In late 1964 Mr. Alan Warfield, Director of Logistics, requested that the functions and responsibilities of the Inter-Departmental Requisitioning Section (IDRS) of the Procurement Division be surveyed in detail to determine if this activity really belonged in the Procurement Division or could be operated more effectively in the Supply Division. The study involved briefings, development of flow charts, and step-by-step procedural charts. When the procedures in operation in Procurement Division were compared with the flow charts and with the revised procedures and documentation that would be followed if the activity physically were relocated in the Supply Division, it was very clear that some overall improvements would be realized. On 1 April 1965 Mr. Warfield approved the transfer of this responsibility and the transfer was made forthwith. 13/

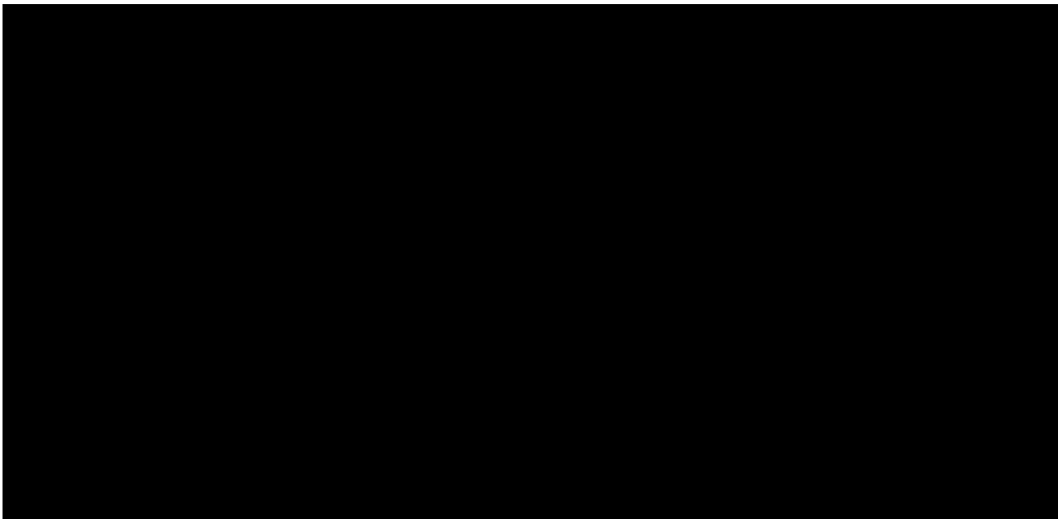
Shortly after the transfer, Supply Division changed the unit identification from the Inter-Departmental Requisitioning Section

to Inter-Departmental Support Section (IDSS). The new identifica -
tion was a more appropriate title inasmuch as the duties and mission
of this activity were far greater than that of property requisitioning.



requests. It was quite plain that the term "requisitioning" as
applied to property was a very limiting identification; the services
provided by this Section have expanded drastically since they were
relocated in the Supply Division.

Transfer of Freight Traffic Branch to Supply Division



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and responsibilities to the Supply Division under the command
responsibility of the Chief of Supply through the Chief of the [REDACTED]

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[REDACTED] 14/ As stated previously, the result of this action was
excellent, and in retrospect it is hard to understand why this action
had not been taken many years earlier. The improvement in the
service subsequent to the change has been exceptionally noticeable,
and personnel were reduced from [REDACTED]

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Transfer of Central Control and Distribution Branch

In the spring of 1965 Mr. Warfield requested another manage-
ment review of the operations between Procurement and Supply
Divisions to determine what functions, if any, might be improved
by relocation and consolidation. This study was performed by a
team representing the Director's immediate Office and the Planning
Staff.* The areas examined did reveal some weaknesses and pro-
blems. The most significant one was that of considerable duplication
between the Supply and the Procurement Divisions with customer
requisition files, followup and expediting, and customer contacts

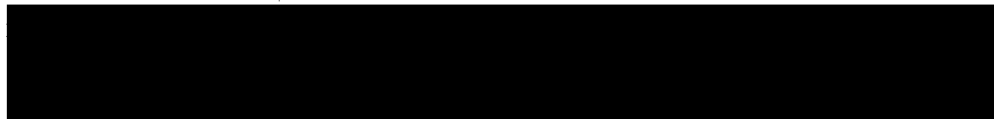
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* [REDACTED]

being performed from both Divisions. The inability to give quick and accurate answers in response to inquiries on the status of requisitions was perplexing. There were many situations in which the status of requisitions dragged and lapsed for unreasonable periods of time, and the task force recommended that the Office of Logistics establish a single unit where customer requisitions would be received, registered, scheduled, controlled, and expedited through components in the Office of Logistics. In addition this entity would be the reception point for all [REDACTED] traffic on matters related to materiel support.

The decision was made to establish the activity physically in the Supply Division. That portion of the [REDACTED] located in the Stock Control Branch that related to customer requisition receipt, registration, voucher assignment, scheduling, and the like was combined with the Procurement Division's Control and Services Section to form a new activity that was named the Central Control and Distribution Branch (CC&DB) of the Supply Division. The responsibilities of the new Branch are covered in detail in Supply Division Instruction (SDI) [REDACTED] published in December 1967. 15/

This consolidation of functions was another progressive step in management improvement within the Office of Logistics, and the



information on the status of any items on any requisition. Not only was there a single point within the Office tasked with the problems of expediting through any and all components of Logistics and conducting appropriate followup with vendors to establish delivery time for materiel on order, but also the consolidation of files in one location resulted in a significant reduction in documentation and customer requisitions were handled much faster and more expeditiously than before.

The new objective adopted for the operation of this Branch was to strive to keep the customer informed about the status of his requisitions at all times thereby precluding the numerous after-the-fact inquiries that resulted in correspondence-cum-correspondence. Supply Division's working experience with this new entity since 1965 indicates improvement in the servicing and handling of customer requisitions.

Development and Introduction of the Type III Property System
for Field Installations

In February 1965, at a meeting held at the [REDACTED]

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[REDACTED] and chaired by the Deputy Director for Support, Colonel L. K. White, several administrative support problems were discussed in very broad terms. In attendance were the senior support officers from each principal DDS component, and Mr. [REDACTED]

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[REDACTED] represented the Office of Logistics. Among the subjects discussed were the Type I and Type II Property Accounting and FPA systems. There was a general feeling that even though the Type II system had done much to reduce problems of administrative clerical detail [REDACTED] it should be examined for still further possible reductions. The Assistant Deputy Director

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the Support personnel in attendance, and his message was loud and clear. The Deputy Director for Support requested those attending the seminar to give serious thought to ways and means to accomplish to whatever degree possible the objectives that Mr. [REDACTED] had cited.

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Within the supply area Type II property and FPA systems were reviewed with the idea of finding simplifications that would assist the small stations. It became quite clear, however, that even a simplified system could present some administrative burdens that might be unwarranted at the smaller stations. The question was studied by qualified supply specialists, who determined that they could make some considerable reduction in the procedures of the Type II system. A new set of procedures was developed and published in April 1965; it was identified as the Type III property procedures; they are given in [REDACTED] 16/

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In essence these procedures provided a jacket-file record system for the field stations or bases; and the accountability for the property at the Type III stations -- the very small stations -- was to be maintained at Headquarters, specifically in the Supply Division of the Office of Logistics. The computer system was used in a

manner that corresponded to the Headquarters Property In Use record keeping; and on a cyclic basis each of the Type III stations received annually a computer listing of all of the nonexpendable items that had been issued to or acquired by the stations during the past twelve-month period. The stations were requested to validate the accuracy of this computer report, sign the report, and return it to Headquarters.* This new procedure was well received by the DDP components, and as of the current date (1971), approximately 25X9 [REDACTED] have converted from the earlier Type II system to the new Type III. From all reports they are pleased with the new arrangements and with the reduction in the administrative workload that was achieved by the new system.

* In principle, the Type III system is similar to the Detached Station concept in use prior to 1960 (see Chapter III). The primary differences are in the frequency of reconciliation (annually in the case of Type III versus semiannually for Detached Station) and the format -- Type III utilizes the computer print-out whereas the Detached Station relied on individual, manually produced, documents.

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Although the objective was to complete the phase-out not later than 1 July 1966, it was not until 23 July 1966 that the Deputy Director for Support officially approved the proposal. This approval is noted in a memorandum from the Director of Logistics to the Deputy Director for Support dated 3 July 1966. 17/ The Deputy Director for Support concurred in the proposal but decided that he would ask for the Executive Director-Comptroller's approval; and he accordingly forwarded the proposal to the Executive Director-Comptroller asking for his concurrence in the phase out. The Executive Director-Comptroller, then Colonel L. K. White, approved the proposal on 4 August 1966, and the activity was then scheduled for closing not

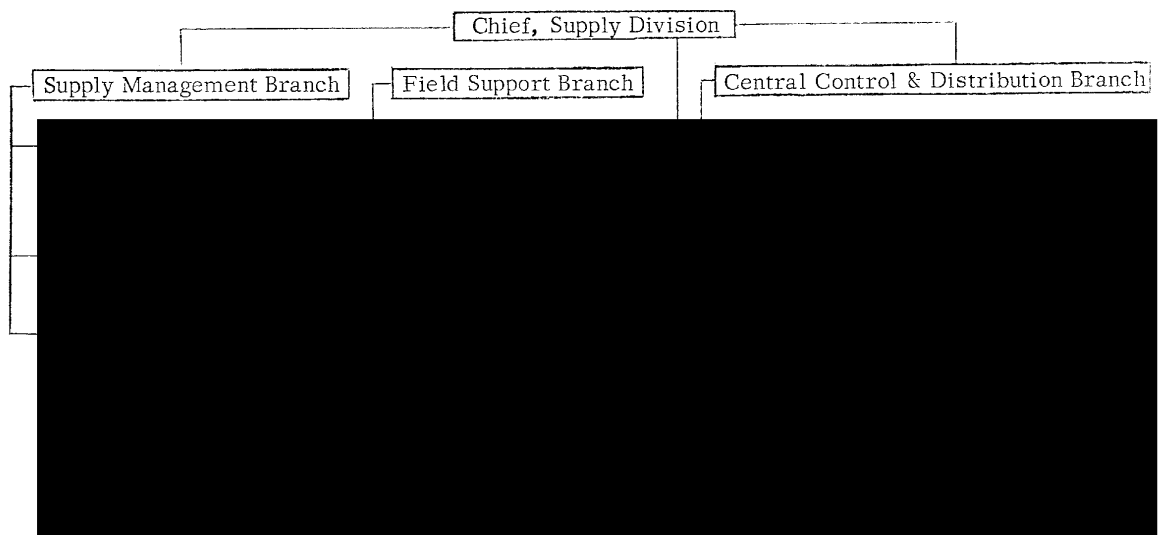
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SECRET

FIGURE 2

Organizational Chart - Office of Logistics, Supply Division

December 1970



SECRET

Supply System Review for Conversion to New Computer Setup

The Support Information Processing System (SIPS) Program that was initiated in 1964 has, since that time, utilized the assigned personnel in preparing material for the ultimate conversion of the present logistics system to a new, total management information system. Initially nine people with backgrounds in the various supply disciplines were detailed to the Materiel Resources Section (MRS) of the SIPS group. Until early 1969 those personnel were engaged in collecting information, studying and analyzing logistics operations, discussing details of the various systems and subsystems in use at that time, and developing new concepts in order to prepare for the ultimate establishment of a computer system that would utilize to the fullest degree the third-generation equipment that was to be used for the new system. In early 1969 the Deputy Director of Logistics, 25X1A Mr. [REDACTED] was advised by the Director of the SIPS Task Force that the MRS was having difficulty in assimilating the information that it had previously received or had collected in its operations review. MRS was not satisfied with its progress in relating that information to the requirements of the new system or to the concept for its design.

To overcome this problem the Director of Logistics, then Mr. George Meloon, directed that two senior supply specialists with automatic data processing (ADP) background and training be assigned as a special task force to work with the Deputy Chief of the Supply Division in compiling a package that included all of the requirements for the new Agency supply system. This two-man task force of

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[REDACTED] set out to talk with people in all elements of the Supply Division as well as with those in other technical Agency components that were directly affected by the supply system. Its mission was to collect information and develop concepts that would represent the kind of integrated operation visualized for the new computer system. The task force was charged with the responsibility of assimilating the information and coordinating the requirements with those other components, which included the Office of Communications, the Technical Services Division, the Office of ELINT, and the Office of Medical Services. The two-man task force worked for a period of about 18 months to complete the total package of system requirements.

In the late fall of 1970 the last portion of the concept and requirements package was released to MRS. From all indications, any

question or problems that required clarification or further explanation have now (1971) been resolved; Supply Division is waiting, as is the rest of the Office of Logistics, for the MRS (through the SIPS Task Force) to present the preliminary systems design proposal. It is hoped that the proposed system will encompass all of the requirements submitted by the Office of Logistics for the logistics materiel system and will provide a system that utilizes the full capacities of the so-called third-generation computer hardware. The tentative target date set for completion of the system design is July 1971, with the system programming completed and some degree of system implementation to begin in the spring of 1972.

Establishment of New Criteria for Expendability (\$200)

As stated earlier in this paper,* the change in the criteria for expendable items to \$50 was a progressive step. It resulted in considerable reduction in the documentation, record keeping, and other administrative requirements. This matter was studied again in late 1969 and early 1970, and the proposal was made that the level of expendability be increased to at least \$100 and, if possible, to the

* See Chapter IV, pp. 72 and 73.

\$200 level. The statistical data that were collected to support the position were very significant.

Establishing the level at \$200 would result in a 49-percent reduction in current record keeping and documentation with only a 6 1/2-percent reduction in the dollar value of the Financial Property In Use Accounts on a worldwide basis. The increase in the level of expendability to \$100 would result in approximately 27-percent reduction in record keeping and documentation with relatively the same reduction (6 1/2-percent) in monetary value of the Property In Use Accounts. The decision to set the criteria at \$200 was made and coordinated with the Office of Finance. The recommendation was submitted by Supply Division to the Director of Logistics in the spring of 1970. The Director of Logistics concurred in the recommendation and forwarded it to the Office of the Deputy Director for Support. This proposal was approved and was implemented on 1 July 1970. 18/

This change represented another progressive achievement in the record keeping and the administrative documentation requirements -- minimizing record keeping wherever possible, still complying with the basic intent of maintaining only those records needed to do the job effectively, and still satisfying the legal requirements for property accounting.

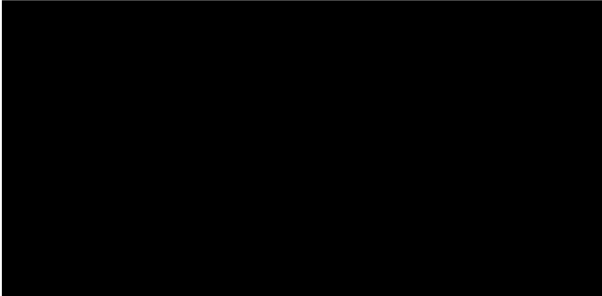
VI. Support for Special Programs
and a Note on Personnel

The foregoing pages have traced the organizational development and evolving responsibilities of the Supply Division from 1951 to the present (1971). To complete the story and to provide a more pragmatic view of the Supply Division, this chapter offers some selected highlights of the Division's role in major operational projects; and it concludes with a brief word on the realities of professional life in the component.

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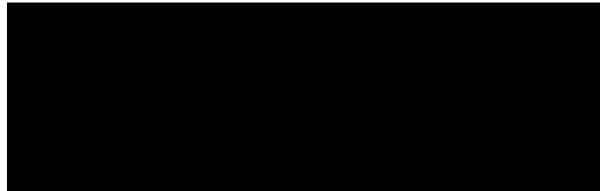
Appendix A

Chronology

Prior to Apr 51	Supply was a function of components in individual directorates and in the Office of General Services.
Apr 51	All supply functions are consolidated under the Supply Division, Office of Procurement and Supply, Deputy Director for Administration (DDA).
Midsummer 52	Responsibility of the Supply Division is expanded to include not only support for Headquarters area but materiel support for Agency activities world-wide through use of all available methods of transportation.
Midsummer 52	
Jun 52	
Early Summer 52 - 1 Oct 52	Agency records for item identification and item numbering are converted to conform to Federal Item Identification Numbering (FIIN) system.
10 Oct 52-1May 53	Manual records of Supply Division are converted to Electric Accounting Machine (EAM) punch-card system.

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May 53



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1 Jul 52

Financial Property Accounting (FPA) system is adopted. Henceforth all property records are to be priced and expressed in terms of dollar value as well as in quantitative terms.

Nov 54

First supply catalogs are printed and distributed.

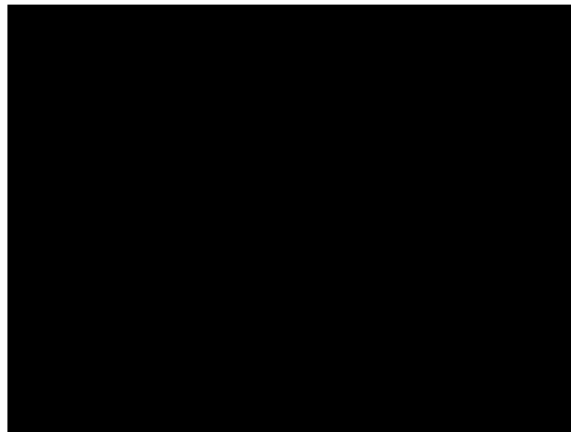
Spring and Summer 52

Management Staff's feasibility study of Offices of Finance and Logistics to determine the applicability of being maintained for OL and OF is prepared. Despite OL reservations, Management Staff's recommendation to procure RCA 501 computer system is approved and a task force is assigned to work with OL to implement system.

1958-60

Type II Financial Property Accounting (FPA) system is instituted to replace Detached Station Supply Procedure.

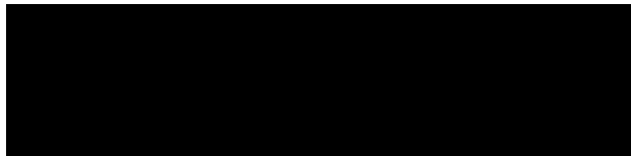
Apr 58



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Late 1958-early 59	A mail-order business is set up so that [REDACTED] can fill small, individual requests for materiel of an expendable nature required in support of an overseas station and having a critical deadline.	25X1A
Late 60	RCA 501 computer system is implemented to replace punch-card EAM system for greater efficiency in supply operation.	
Spring 60	Self-service supply system is introduced to outlying buildings in Headquarters area.	
Oct 62	[REDACTED]	25X1C
16 Dec 64	Cargo Branch of Transportation Division is made a part of the Supply Division, operating as part of [REDACTED] complex.	25X1A 25X1A
<u> ? </u> -1965	Central Control and Distribution Branch of Supply Division is established as a single unit for the receipt, registration, scheduling, control, and expediting of customer requisitions to the Office of Logistics. It is also made the recep- [REDACTED]	25X1A 25X1A
Apr 65	[REDACTED]	25X1A

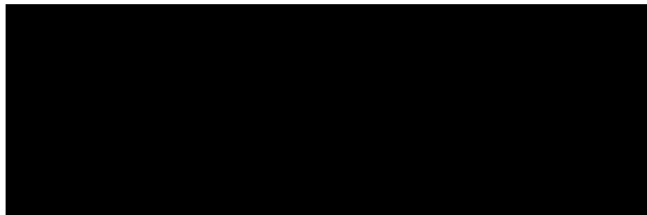
Dec 66



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Early 67

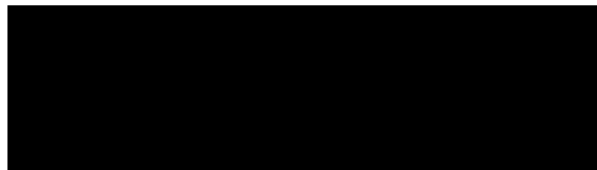


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Spring 70



25X1C

1 Jul 70

The level of expendability is increased from \$50 to \$200. This measure reduces recordkeeping and documentation significantly and satisfies the legal requirements for property accounting.

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Appendix E

Number of
Line Items Requisitioned

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<u>Fiscal Year</u>	<div style="background-color: black; width: 500px; height: 30px;"></div>			
1963 <u>a/</u>	89,338	4,977	11,887	4,567
1964	136,075	11,747	9,997	9,298
1965	117,547	3,312	11,199	12,993
1966	106,103	3,289	14,587	10,409
1967	115,192	3,901	20,176	2,950
1968	114,917	3,156	22,195	(Closed December 1966)
1969	99,401	2,977	28,504	.
1970	89,090	2,521	24,795	

a/ Records prior to 1963 are not available.

Appendix FNumber of Shipments

25X1A


<u>Fiscal Year</u>				
1964 <u>a/</u>	31,993	867	4,786	4,492
1965	28,079	989	5,346	4,768
1966	25,396	1,014	6,281	5,860
1967	29,029	781	7,834	1,565
1968	33,217	1,017	8,221	(Closed December 1966)
1969	33,427	943	11,259	
1970	33,713	848	11,941	

a/ Records prior to 1964 are not available.

Appendix G

Tonnage Shipped

25X1A

<u>Fiscal Year</u>				
1966 <u>a/</u>	9,377	8,624	2,928	1,478
1967	5,826	4,243	4,423	661
1968	5,158	5,751	4,020	(Closed December 1966)
1969	4,735	5,716	5,012	
1970	5,807	6,607	3,719	

a/ Records prior to 1966 are not available.

Appendix HINTRODUCTION TO THE SUPPLY CATALOGPURPOSE

This publication outlines the principal features and concepts of the Federal Cataloging Programs as adopted by this Activity. It also states policy and management techniques regarding the supply system.

BACKGROUND

Public Laws 152 and 436 directed all Military and Civil Agencies to "provide for an economical, efficient supply management organization through the establishment of a single cataloging system, the standardization of supplies, and the more efficient use of supply testing, inspection, packaging, and acceptance facilities and services".

This Activity plays a minor role in developing this single system but has the advantages of the improvements made by others. By tailoring our system to conform to the Federal Cataloging Program we are assured the savings resulting from Government wide purchasing, standardization, and supply management.

DEFINITION

A catalog means many different things to different people:

- a. To the man on the street a catalog means Sears Roebuck or Montgomery Ward, a price list of products for sale.
- b. To the librarian, it is an index to books and publications.
- c. To the college or university a catalog is the official publication of faculty and courses of study.
- d. To the head of a business organization, it is one of the essential tools with which he can effectively and efficiently manage his business.

AIMS AND OBJECTIVES

The objective of the Federal Cataloging Program is to produce a "common language of supply" having:

- a. One Name
- b. One Description
- c. One Classification
- d. One Stock Number for One Item

A "common language of supply" in turn facilitates:

- a. Discovery and Consolidation of Duplicate Items
- b. Interchange of Supplies
- c. Standardization
- d. Reduction of Inventories
- e. Reduction of Storage Space
- f. Reduction of Recordkeeping

MODERN CATALOGING

Becoming more specific, we see that "Modern Cataloging" changes some of the old concepts of:

- a. Classification
- b. Stock Numbering
- c. Identification

In the past, each service developed and utilized its own classification, stock numbering, and identification policies and format. The resultant inconsistencies and differences have been eliminated, to a great extent, by the Federal Cataloging "common language of supply".

In covering this "common language of supply", we will touch briefly on the following:

- a. Federal Supply Classification System and Codes
- b. Federal Stock Numbers
- c. Local and Interim Stock Numbers which apply only to this Activity

FEDERAL SUPPLY CLASSIFICATION

The Federal Supply Classification is a commodity classification designed to serve the functions of supply and is sufficiently comprehensive in scope to permit the classification of all items of personal property. In order to accomplish this, groups and classes have been established for the universe of commodities, with emphasis on the items known to be in the supply systems of the Federal Government.

FEDERAL STOCK NUMBER

A Federal Stock Number consists of an eleven digit number, the first four of which denote the Federal Supply Group and Class. The remaining seven digits are commonly referred to as the FIIN; the term FIIN being the abbreviation of Federal Item Identification Number. The FIIN is serially assigned as items are identified. Thus the FIIN is assigned to identify one item of supply, and no other item will be assigned this same FIIN.

However, the FIIN is not used alone in supply and merely constitutes the seven digit stem of the Federal Stock Number to which the Federal Supply Classification code is prefixed. As far as supply in the field is concerned, the FIIN alone is practically a valueless number; therefore, the term will seldom, if ever, be used in cataloging publications, records, inventory reporting, or for that matter in any normal supply operations.

Instead, we will use the complete Federal Stock Numbers to represent items of supply.

NOTE: Federal Stock Numbers are assigned by the Department of Defense (Defense Logistics Services Center). The Federal Stock Number is used by all Military and Civil Agencies.

INTERIM STOCK NUMBER

An Interim Stock Number is a stock number assigned by Headquarters to items of supply only after it has been determined that a Federal Stock Number is not available for the item at the time it is processed, or for items that are peculiar to this activity. The Interim Stock Number is generally temporary in nature and normally will be converted to a Federal Stock Number. Items peculiar to this Activity will not be processed in the Federal Cataloging Program and will remain under the assigned Interim Stock Number.

Headquarters uses two types of Interim Stock Numbers: (1) the six digit stem is assigned one time, and (2) the six digit stem is assigned possibly once in every Federal Group.

Interim Stock Numbers in the series H00 through H09 have the six digit stem assigned one time as does the Federal Stock Number. This series of numbers is used when assigning Interim Stock Numbers to items that must be ordered before a Federal Stock Number is available. This series is also used for items of a sensitive nature which were manufactured solely for this Activity. In the latter instance, these are not actually interim numbers, but are used to identify the item throughout its life in the supply system.

The structure of the Federal Supply Classification, as presently established, consists of 76 groups, which are subdivided into approximately 581 classes. Each class covers a relatively homogeneous area of commodities, in respect to their physical or performing characteristics, or in the respect that the items included therein are such as are usually requisitioned or issued together.

The Federal Supply Classification utilizes a four-digit coding structure. The first two digits of the code number identify the group, and the last two digits of the code number identify the classes within each group. Code numbers are so assigned as to make it possible to expand the number of groups and classes as that becomes necessary. In most instances gaps have been left within each group, between the numbers assigned to adjacent classes, to permit the insertion of new classes in logical sequence, when necessary, because of technological advances or to accomplish other desirable additions and changes. These Classification Codes are identified on pages 17 through 34 of this publication, in numeric sequence. Beginning on page 35 these same classifications are arranged in alphabetical sequence.

TYPES OF STOCK NUMBERS

The primary application of the Federal Supply Classification code number is in the Federal Stock Number. The Federal Stock Number for an item of supply consists of the applicable four-digit Federal Supply Classification code number plus the seven-digit Federal Item Identification Number.

Knowing what a Federal Stock Number is, the question arises, "Is this the only kind of stock number we will use for our items of supply?". There are four basic kinds of stock numbers (in Federal format) that apply. These are:

- a. THE FEDERAL STOCK NUMBER, such as, 5820-249-6590
(All digits; no letters are used)
- b. THE INTERIM STOCK NUMBER, such as, 5820-H03-3579
5820-H99-0239
(Digits and letter, letter representing
a Headquarters assigned number)
- c. THE LOCAL STOCK NUMBER, such as, 5820-L44-0004
5820-L77-0023
(Digits and letter, letter representing
a Field assigned number)
- d. THE "WASH" STOCK NUMBER, such as, 5905-W00-0001
1005-W00-1234
(Digits and letter, letter representing
a Headquarters assigned number for one-
time use)

Interim Stock Numbers in the H99 series can have the six digit stem assigned once in every Federal Group (possibly 76 times). This series of numbers is used when assigning Interim Stock Numbers to items that are nonexpendable, non-standard to this Activity and that accountability will be maintained by Headquarters Property-In-Use accounts. It can readily be seen that the Federal Supply Class (first four digits) cannot be changed on this type number; therefore, to move an item into a different class would automatically cancel the original stock number and necessitate assignment of a new Interim Stock Number. This type of stock number will not appear in the Supply Catalog.

LOCAL STOCK NUMBERS

Local Stock Numbers are assigned by Field Units usually for locally procured items that cannot be identified by a Federal or Interim Stock Number. These numbers are required when the item is to be carried in on hand or in use inventories. It is necessary that the Federal Supply Classification Code be correct, and this code can be found in the Alphabetical Index to Federal Supply Classification Codes of this publication.

WASH STOCK NUMBERS

Wash Stock Numbers are assigned by Headquarters for non-standard items which cannot be identified by a Federal or Interim Stock Number. These numbers are for one time computer use and allows financial data to be retrieved from historical data. These numbers are of no value to requisitioners for reorder purposes except in certain specified instances.

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OPTIONAL FORM NO. 10
5010-106

UNITED STATES GOVERNMENT

SECRET

Memorandum

SCD M69-398

TO : Chief, Supply Division, OL

DATE: 11 JUL 1969

FROM : Chief, Staff Communications Division, OC

SUBJECT: Special Projects Unit--Support to [REDACTED]

25X1A

1. Listed below is an excerpt from the [REDACTED] Monthly Report referring to the handling of a recent [REDACTED] requirement:

25X1A

25X1A

[REDACTED] would like to salute the Special Projects Unit of the Supply Division for outstanding services. [REDACTED] took eight days from initiation to receipt. Hats off for an outstanding job."

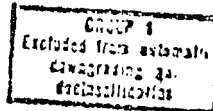
25X1A

2. Please convey our appreciation for the services rendered by your Special Projects Unit.

25X1A

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SECRET



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